

Approved For Release 2000/08/21 : CIA-RDP57-00042A000200040016-7

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19 August 1953

MEMORANDUM FOR: Acting Deputy Director (Administration)

SUBJECT : Proposal to Eliminate General Services Office

1. In further reference to the subject proposal, we suggest the following be considered prior to arriving at a decision:

- (a) To improve organization, we believe the first step should be to determine basic objectives and to develop a program for their fulfillment. For example: What do we want and need? And how do we get what we want and need?
- (b) We believe that the basic objectives, as always, should be to develop the best possible plan of organization with the people in the Agency to ensure that the job is done well and that continual improvement in ways of doing the job with less cost will be the result.
- (c) Before arriving at a decision on the proposal, we consider it desirable from an overall Agency management viewpoint to seek agreement on basic principles -- in this case, principles of organization and objectives.
- (d) In any revised plan of organization, we believe that agreement should be sought with key people concerned. It is our understanding that the Comptroller and the Chief of Logistics have both recommended that an Administrative Services Division be established in the Logistics Office, less certain functions that would be transferred to the Comptroller. As stated by the Acting Deputy Director (Administration) in his memorandum of 10 August 1953, he does not agree with the basic idea.
- (e) In addition to agreement on objectives and basic principles of organization, a plan should be developed to ensure improvement in administration at lower costs, which is the stated objectives in the proposal. We feel that the latter is equally important as the first two, for, in order to solve a problem, we must first acknowledge the existence of a problem. The

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recommendations of the Comptroller and the Chief of Logistics do not indicate that the goal of the objectives will be reached. The Chief of Logistics indicated that when a decision is reached, his office will immediately undertake a management study to ascertain whether savings in personnel and a more efficient operation will result.

2. Without a detailed study of the proposal and findings which will support the objectives, we are of the opinion that the services rendered to the Agency by General Services can be better performed as presently organized.

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Chief, General Services Office

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